

Setting Estate Development Vision and Goals



ESTATE DEVELOPMENT PLANNING

Notes 3

Development Investment Management



The participation of stakeholders and their commitment to clearly defined vision, goals, and strategies are essential to sustaining estate development.

Why Plan Estate Development?

The success of any endeavor hinges on a sound and clearly defined plan. For local government units (LGUs), knowledge of the planning process for estate development is essential in identifying development opportunities and constraints. It will help them distinguish which of their “dreams” can be easily realized, which are attainable but will take some time, and which are impossible to implement.

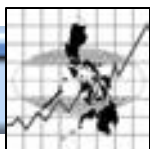
Ideally, a plan starts with a vision and a mission. The clarity and relevance of a vision is necessary in charting the course of development that an organization will pursue. But a vision, however grand, can only be realized through its definitive goals, strategies, and action plans, and the participation of its members. These components are instrumental not only in giving flesh to a vision, but also in developing and sustaining the organization.

In estate development planning, the LGU needs to have stakeholders united on clearly defined vision and goals, and committed to implement the strategies. It is crucial that the vision, goals, and strategies work within a framework attuned to the requirements of the LGU and serving the needs of its constituents.

Although LGUs are no strangers to these ideas, some of them have insufficient technical capability on how to operationalize these concepts. They need the knowledge and skills on how, when, and where to start the planning process. They need to be trained on how to create a vision, and define goals, scope, framework, and strategies. The LGUs need to be able to determine the major players and their corresponding roles in attaining the LGUs' goals, sustaining the vision, and evaluating achievement of targets.

The Local Governance Technical Notes series is a publication of the Governance and Local Democracy (GOLD) Project made possible through support of the United States Agency for International Development (USAID) under the terms of the GOLD Project Contract No. 492-0471-C-00-5089-00. The series provides information on key processes and tools in local government management, service delivery, citizen participation, and policy issues. The opinions expressed herein do not necessarily reflect the views of USAID.

Published in June 2000



Technology

Tools In Estate Development Planning

How is an effective plan formulated? In estate development planning, the starting point is the land use plan of the target area. Moreover, it is crucial that the estate development plan is grounded on the social, economic, political, and organizational realities in the community.

LGUs may apply the following planning tools in going about estate development planning. These tools are non-exclusive and may be modified as appropriate, or combined with other techniques according to the desire of the planning team.

SWOT Analysis. This is a popular method of conducting an internal survey to identify the **Strengths** and **Weaknesses** of the LGU, the community, and local resources. It also involves an external survey to examine the **Opportunities** and **Threats** they face. Structured internal and external examinations, like SWOT analysis, are basic steps in any planning

and development effort. For estate development planning exercises, answering the questions in the table below can evoke insights that can guide planners towards the right direction.

Technology of Participation (ToP). ToP is a facilitation method that provides practical tools that enable highly energized, productive, and meaningful participation in key decision-making processes.

When used as a tool in consensus-building, ToP utilizes: (a) a set context and focus question; (b) brainstorming, using idea cards to generate ideas individually, in small groups, and in plenary; (c) clustering idea cards to form new relationships among the brainstorming ideas; and, (d) titling of idea clusters to discern collective insights and articulate group consensus. The results are insights and decisions that every participant owns.

ToP and all participatory processes have wide applicability and utility in es-

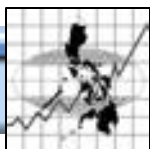
tate development planning as this activity involves a seemingly unending series of dialogues and solution building. When properly applied, these tools guide the free flow of ideas thereby enhancing creativity and ensuring consensus among stakeholders and planners. The latter is particularly crucial in the implementation of the estate development plan because estate development is an undertaking that needs everyone's co-operation.

Goal-Oriented Project Planning.

This management method encourages participatory planning and analysis throughout the project cycle. It requires stakeholders to participate in a series of workshops to set priorities and plan for implementation and monitoring using metacards. Stakeholders' commitments are built through a participatory, objectives-oriented planning that span the life-cycle of a project or policy work.

The first part is the formation of a Problem Tree. Participants are asked to write what they perceive as existing problems or negative conditions that affect the case being discussed. The Problem Tree is used as a tool for sorting negative issues and inputs and tracing their roots or beginnings. The problems or concerns are arranged into levels of cause-and-effect relationship, thereby forming several branches that compose the Problem Tree. From the Problem Tree, an Objective Tree is derived. By merely stating the negative conditions reflected in the Problem Tree into positive conditions, a parallel Objective Tree is formulated. After the final outputs of both trees are generated, a Project Planning Matrix is prepared. The matrix lines up problems, objectives, activities, people, resources, and the timetable. It identifies responsibilities and requirements and coordinates the implementation of the project.

Internal	External
Strengths What do we (as an LGU or a community) do well that can be of great value to hosting or managing an estate? What resources, infrastructure, institutions, capabilities can be considered as our come-ons as an estate development site?	Opportunities What are interesting trends in nearby provinces, in the region, country or beyond that can be supportive of the contemplated estate development? Who are our potential partners in estate development planning and management?
Weaknesses What skills, infrastructure, policies need to be improved to make us capable of hosting or managing an estate? What (products, services) are done badly or poorly, and can turn-off investors? What issues should be settled?	Threats What are interesting trends in nearby provinces, in the region, country or beyond that can work against the contemplated estate development? Who are likely competitors and what do they do well?
Indicators Strengths and weaknesses can be indicated by recent achievements, widely recognized traits, and skills, talent, policy, institutional, physical or resource gaps peculiar in the locality.	Indicators Opportunity and threat indicators can come from changes in technology, markets, social patterns, population profiles, lifestyle, and government policy.



Policy and Practice

Key Estate Development Stages

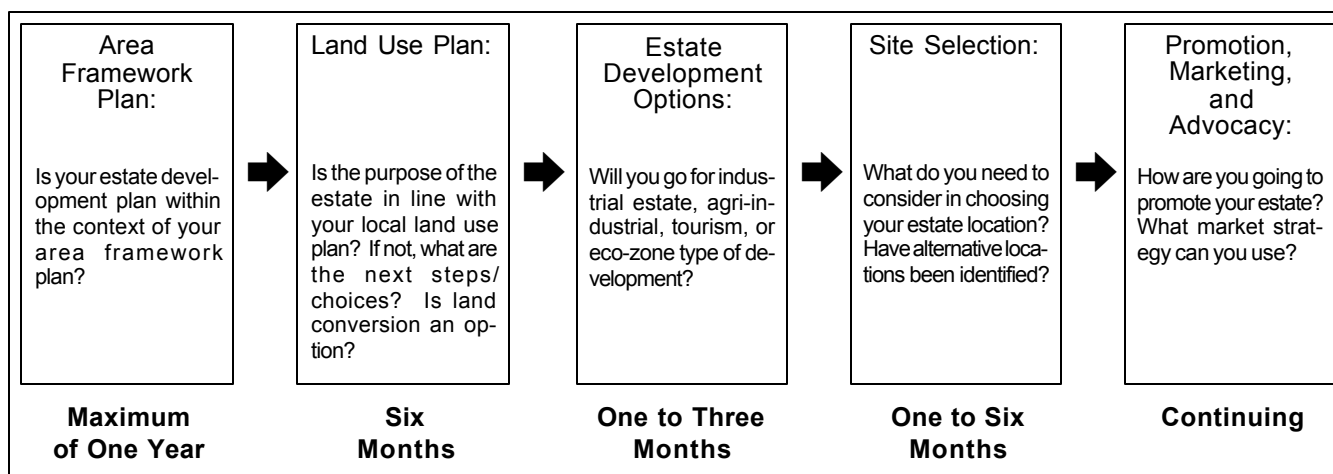
Often, the Comprehensive Land Use Plan (CLUP) is the framework within which the LGU creates short, medium, and long term plans. On the other hand, because the CLUP preparation takes some time and involves resources, some LGUs use the "shotgun approach," making development planning a re-active exercise which should not be the

case. To be effective, planning must be pro-active.

Estate development planning involves five key steps which usually spread over two to three years. The diagram here shows Step 1 which involves deciding on the general location of the estate in the context of the area framework plan. In Step 2, re-finement of the plan continues

within the perspective of the land use plan. Development options, the core of the planning process, are identified in Step 3. Such options when well defined will facilitate site selection in Step 4 and promotion, marketing, and advocacy in Step 5.

After planning, program preparation follows to define how the plan will be implemented.

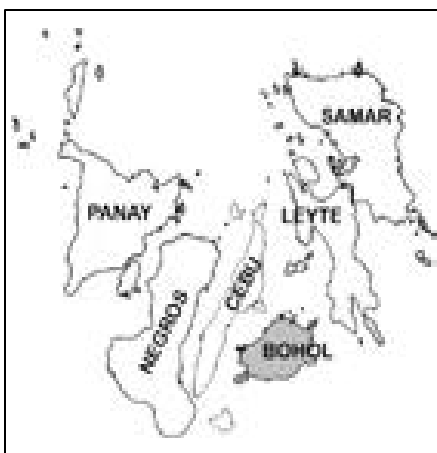


Key stages in Estate Development which usually take two to three years.

Practices That Are Working

The vision of the province of Bohol is for it to be "a prime eco-cultural destination and a strong agri-industrial province in the Visayas with an empowered and self-reliant people who are God-loving, law-abiding, proud of their cultural heritage, and committed to the growth and protection of the environment." Along this line, it has embarked on the goal of estate development beginning with eco-cultural tourism and agri-industrial sites.

Eco-tourism estate development priority projects include accommodation facilities, nature parks, transport services, golf courses, restaurants and

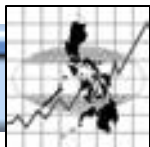


Map shows Bohol in relation to other islands in the Visayas.

food outlets, and other tourism-related services. Priority projects for its agri-industrial es-

tate are fruit and meat processing, feed mill, aquaculture, farm implements production, and post-harvest facilities.

Bohol has clearly set its vision, but in the process of developing its Industrial Estate Framework Plan, the identified municipalities are finding out that a lot of preparations should be done first before a major estate development can be established. These include the completion of the basic CLUP and provision for all the other needs including identifying the requisite infrastructure, utilities, developers, and markets for agri-industrial products.



LGU Action Agenda

Develop an Inspiring Vision

Ensure that your LGU does not trivialize the idea of developing a vision, and does not rush into "visioning" because it is the fad. Visions are lived convincingly, thus an essential element of leadership. A vision is a clear, brief, and uplifting philosophy that energizes and guides an effective enterprise and dares everyone in it to realize its challenges. It answers the question "What do we want to become?" The vision is at once the license to dare to excel and

the beacon and "control system" which keeps the process of innovation and creativity from deteriorating into directionless anarchy.

Effective visions are:

- Inspiring
- Clear and challenging and about excellence
- Stable, but constantly challenged and changed at the margin
- Aimed at empowering people
- About preparing for the future, but honoring the past

- Lived in details, not broad strokes
- Stressing flexibility and execution and standing the test of time

To be of use, your vision must be accompanied by strategic actions on how to achieve it. Organize a strategic action workshop once a vision is set. Ask the focus question: "What specific priority actions must the LGU take to achieve its vision?" Remember: strategic actions must be based on need and must consider windows of opportunities.

Vision of Growth Networks/Corridors

There are several growth areas that have successfully identified their respective estate development visions. Local governments can use these visions as guide in formulating their own.

